



ASX Release

17 December 2025

SGH LTD CHAIRMAN SUCCESSION

SGH Ltd (ASX: SGH) today announces the appointment of Mr John Gillam as Non-Executive Director and Chair-elect, effective 1 February 2026. Mr Gillam will succeed Mr Terry Davis, who will retire as Chairman in June 2026 following 16 years of distinguished service to SGH. To ensure seamless leadership continuity, Mr Gillam will work alongside Mr Davis during a comprehensive transition period before formally assuming the Chairman role on 1 June 2026. Mr Gillam will stand for election at the 2026 Annual General Meeting.

Mr Gillam brings extensive ASX board experience and a proven track record of driving shareholder value through strategic transformation and operational excellence. His achievements span multiple sectors, with particular strength in the industrials, where he has consistently delivered strong shareholder returns through performance-driven leadership and disciplined commercial execution.

Mr Terry Davis, Chairman, said: *"After five years as Chairman of SGH, I am delighted to pass the baton to John Gillam. John's extensive board expertise and transformational leadership experience and credentials make him an exceptional choice to guide SGH through its next phase of growth. The Board and I are committed to ensuring a smooth transition that maintains momentum on our strategic priorities."*

Mr John Gillam, Chair-elect, said: *"I am honoured to join SGH at this exciting juncture. Terry has built exceptional foundations during his tenure, and I look forward to working with him, the Board, and management to continue creating sustainable value for all stakeholders. SGH's strong market position and growth potential present compelling opportunities ahead."*

Attachment 1: Biographical Details Mr John Gillam

This announcement has been authorised for release to the ASX by the Board of SGH.

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SGH Ltd (ASX:SGH) is an Australian diversified operating company, with market leading businesses across industrial services, energy, and media. SGH owns WesTrac, Boral and Coates. WesTrac is the sole authorised Caterpillar dealer in WA and NSW/ACT. Boral is Australia's leading integrated construction materials business. Coates is Australia's largest equipment hire business. SGH has a ~30% shareholding in Beach Energy, and wholly owns SGH Energy. SGH has a ~40% shareholding in Seven West Media.

Attachment 1: Biographical Details - Mr John Gillam

Mr John Gillam brings exceptional executive leadership across diversified industrials, retail, chemicals, agribusiness and infrastructure sectors. His distinguished 20-year career with Wesfarmers Limited, one of Australia's largest diversified businesses culminated in senior executive roles across complex, multi-billion dollar business units, providing him with deep operational, financial and governance expertise ideally suited to serve as Chairman of SGH.

As Chief Executive Officer of Bunnings Group for 12 years, Mr Gillam transformed the business into Australia's dominant hardware retailer, demonstrating strong capability in driving sustained growth through operational excellence and strategic market positioning. His breadth of experience at Wesfarmers, including as Chief Financial Officer of Bunnings, Company Secretary of Wesfarmers Limited, and Managing Director of CSBP (chemicals and fertiliser), provides proven expertise in multi-stakeholder management, capital allocation and portfolio optimisation.

Mr Gillam brings extensive board leadership experience in capital-intensive industrial organisations undergoing transformation. He currently serves as Chairman of Lendlease Group (since 2024), Nufarm Limited (since 2020) and VetPartners Group (since 2024), and as Director of Clontarf Foundation (since 2017). He previously served as Chairman of CSR Limited (2018-2024), successfully guiding the company through significant strategic repositioning in the building products sector. He also served as Chairman of BlueFit Pty Limited (from 2018 until December 2025).

Mr Gillam combines outstanding operational expertise with strategic insight to deliver superior shareholder outcomes. With proven expertise in capital allocation, portfolio restructuring, and managing complex industrial businesses, Mr Gillam is uniquely positioned to lead SGH's strategic and value creation objectives.

Mr Gillam holds a Bachelor of Commerce from the University of Western Australia and is a Member of the Australian Institute of Company Directors and Fellow of the Australian Institute of Management.